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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, D/S *ph*  
THRU : Acting Chief, S/OM  
FROM : [REDACTED]

DATE: 3 July 1957

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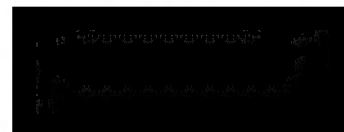
SUBJECT: Coordination of Analysts' Papers

1. In recent months problems stemming from coordination of research papers have increased to a point where there is a need for an ORR policy statement on the whole purpose, function and process of coordination. The function of coordination is interpreted differently by various analysts and Branch chiefs. This leads to several questions. What, for example, should coordination include? Should it be limited to a discussion of source exploitation and interpretation of facts? Should it be expanded to include actual wording and even scope of the paper? Who is to settle disputes in coordination? It is conceded that analysts should always attempt to settle disagreements among themselves. This, however, is not always possible and when it is not, the line of authority for settling a problem in coordination should be clear.

2. Coordination difficulties in a research paper, assuming it is significant enough to be of a controversial nature, frequently occur because two or more coordinators of a paper can't agree on an analyst's interpretations. Such a disagreement has even occurred within one branch. We have even experienced a case in which a coordinating analyst undertook to edit parts of the paper. Finally, some coordinating analysts are recalcitrant and somewhat uncooperative in speeding up coordination because they don't like the "tone" of the paper or question the "need" of the particular study.

3. Setting up a formal coordinating system and policy, unfortunately, will tend to "bureaucratize" the system. It would be much more preferable to keep it informal and simple. Recent problems in coordination, however, occurring not only in this, but in other branches, have not been easily solved, because the function of coordination leads to much confusion and misunderstanding.

4. It would be helpful if ORR and perhaps even the DD/I area could formulate a policy for internal coordination of analysts' papers that could be applied uniformly throughout ORR which would outline the purpose, scope and limitations of coordination.



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